OFFICER & ENLISTED PERFORMANCE EVALUATION

Practical Guidelines for the Commanding Officer

November 2003

CAPT Kevin Parker
NR NAVSEA FP/LEPS HQ
(240) 228-6690
kevin.e.parker@jhuapl.edu

PerfEval

Perspective
Importance of Evaluations

Arguably most important administration you do

- Fitreps/Evals are a permanent part of the record
- You will kill or boost the careers of your people!

➡ Bottom Line: Know what you are doing, and give yourself time to do it right!

Purpose

- Purpose
- Fundamental Tenets
- Negative Messages
- Reporting Senior Average
- Some Examples
- Ranking Board – one approach
- Recommendations

Purpose

Two major purposes for written evaluations

- Primary – Provide a clear recommendation to the board on a member's readiness for promotion
- Secondary – Supplement frequent verbal performance feedback to the member

Fundamental Tenets
Send Unambiguous Message

Make your promotion recommendation forceful and crystal clear:

- Consistence across …
  - Performance marks
  - Promotion recommendation
  - Ranking (comments and promotion rec)
  - Future-assignment recommendation (block 40/41)
  - Trait average relative to summary group
  - Trait average relative to overall reporting senior average
- Substance in the comments
- Significance of primary and collateral duties

Fundamental Tenets
Document Performance

Block 41 (43) is only 18 lines – make them all count:

- "Prove" your promotion recommendation
  - Provide specific "evidence" – generalities are worthless
- Don't waste space describing duties & responsibilities
  - Covered in block 29
- Use hard hitting bullets
  - accomplishments, their significance and impact on unit and supported command, contribution to operational mission
- Focus on leadership (E-6 and above)

Fundamental Tenets
Promotion Recommendation

Use your promotion recommendation quotas wisely:

- Understand and know quotas
  - EPs: Up to 20% of summary group
  - EPs + MPs: Up to 60%, depending on paygrade
  - Exceptions: no EPs for O1 - O2, no MP limit on O3s
- Not using your EPs sends a strong message
- Avoiding tough decisions and comparisons helps no one
  - Assigning 2 MPs in place of 1 MP & 1 EP hurts both members
  - Obvious to the board, reduced credibility
- If more than your quota are TRULY deserving, clearly explain in block 41 (43)
  - Do this sparingly
- Don’t try to game the system
  - Breaking up summary groups, improper number of EPs, MPs

Fundamental Tenets
Ranking

Help the board (and your people) by ranking:

- (Yes, it is permitted, and encouraged)
- In the comments when summary group is small or ranking is not obvious
  - Across competitive groups
  - Among all in the rank that you have ever rated
  - Note: no requirement to ranking all in block 41 (43)
- Make the tough call and be objective
  - Seniority is irrelevant

Negative Messages

- Promotion recommendation of less than EP for XO
  - Recommendation and trait average lower than others in comparison group considered very derogatory
- Declining promotion recommendation
  - Not a problem, however, if extenuating circumstances with explanation in Block 41 (43)
- Declining performance marks

Negative Messages

- “Next Job” recommendation (Block 40/41)
  - Left blank or “None”: means you think member not ready for next milestone
  - Jobs that are at the current level of the officer
  - Positions lower than those normally filled by the next higher rank
- Hollow job titles
  - Insignificant or no responsibilities are obvious to the board

Reporting Senior Average
Facts

- Grades viewed relative to reporting senior average
  - Summary group
  - Career average (all comparison groups for each paygrade)
- Average affects your ability to control the message
  - Too high or low – prevents differentiating top and bottom performers

➢ You need to know and manage your average!

Reporting Senior Average
Implications

- Grade assignment must be done carefully for each individual within summary group
  - Trend from last report (absolute and relative to average)
  - Consistent with assigned ranking within summary group
- Other considerations
  - Impact on your overall average

Ranking Board
An Approach

- Purpose
  - Ensure objective ranking and consistency
  - Train the khakis on promotion boards & fitreps
  - Ensure leadership understands and “owns” the ranking
- Constraints
  - Need several in summary group to be effective
  - Can take a couple of hours
- Scenario
  - Regular E6 evaluations (~12)
  - Board consisted of all E7s and above (~9)
  - Briefers were the E6s’ superiors (Chiefs in most cases)

Ranking Board
Process

- CO lays out rules, “precept”
  - Emphasis on most important characteristics (leadership)
- Board votes the evaluations
  - “Briefer” presents case, offers recommendation
  - Members vote confidence factor
  - Results recorded
- Ranking calculated and reviewed by the board
  - Close calls discussed and reconsidered
- Promotion recommendations assigned
  - Ranking and quota

Ranking Board
Follow-up

- Target summary group average established
  - CO overall average, qual performance w/resp to prev experience
- Individual averages established
  - Board-determined ranking
  - Target summary group average, reporting senior average
  - Previous individual average (under this reporting senior)
  - Implications for individual grades
- Review comments to ensure consistency
  - Grades, ranking, promotion recommendation

Recommendations

- Stress importance to your leadership team
- Know the instruction
- Manage your reporting senior average
  - Sample spread sheet available at www.bupers.navy.mil under “services”
  - Your average available at bupers online (www.bol.navy.mil) under “FITREP/Eval Reports”
- Submit on time
  - Reporting senior average not included on PSR for fitreps/evals received via letter to the board
- Train Wardroom & Goat Locker
- Conduct formal ranking boards when practical